

Comments and Recommendations

Support Staff

Office of the Chief

Comments:

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1. The proposed Support Staff, headed by the OTR Executive Officer, will assume responsibility for the overall direction of all business and support activities of OTR, which includes the operation of the physical plant [redacted] activities which are in support of the training elements of OTR, the Junior Officer and Junior Career Development programs, and the production of training films. The centralizing of the foregoing activities under the direction of the OTR Executive Officer, and the clear delineation of his responsibilities and authority, will provide the Director of Training with a responsible cut-out for most of the problems and operational minutia incident to such activities.
 2. Statements of functions have been drafted to set forth the basic responsibilities of each component of the Staff. In this connection, it is believed that any tendency to overwrite the functions of administrative and support type elements should be discouraged, and that such activities should be held to a minimum in both stature and structure as compared to the primary elements; in this instance, the training elements. This approach does not overlook the need for, nor the importance of, such support activities but does recognize them as being of secondary importance.
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4. The former Administrative and Instructional Services Staffs retain, generally, the same structure and functions as in the former organization. Exceptions will be noted as each element is discussed.

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Tab D-4 (2)

5. The Film Production Branch, formerly called Motion Picture Branch, is made a Branch of this Staff to provide it with responsible supervision and direction at a level in proportion to the scope and importance of the program.
6. The Junior Officer Trainee Program is attached to the Office of the Chief, Support Staff, for general supervision.
 - a. The responsibilities of this unit do not change from those formerly assigned to it except that the scope of activity has been recently widened to include the Junior Career Development program, to which thirty of the former JOT slots have been assigned. The functional statements prepared for this unit include mention of this added element.
 - b. The office paper-work of this unit is made heavy by the nature of the program supervised. There appears to be ample justification for the addition of a Clerk to the T/O, raising the total positions from three to four.
 - c. The trainee program involves two types of positions: the four administrative staff positions are properly a part of the OTR operating T/O; the ninety positions allotted for placement of the trainees can not be considered as operative positions - they are attached to OTR for administration only.
 - d. In this connection it is noted that from time to time JOT slots have been used for operational purposes by OTR and have also been made available to other Agency components for operational use. It was stated that the Agency Personnel Office was loaned several of these trainee slots to accommodate a temporary operational over-staffing and that AD/P has just recently vacated the last of them. DD/P Area Divisions have also used these slots as a temporary means of resolving over-strengths. One such slot is still occupied by a [] and his parent Division has not taken action to return him to an operational slot. As of this date four (4) JOT slots are being used operationally by OTR in recruitment for the Assessment and Evaluation Staff. The system of authorizing operational T/O's and personnel ceilings for particular functions and to specific components is a means approved by the DCI by which he may control the strength of his organization. The further authorization of slots for specific non-operational purposes, as in the instance of the ninety slots authorized specifically for the placement of trainees under the JOT program, is actually in the nature of a trust. Any use of such slots for operational purposes circumvents the basic controls. The practice of using non-operating slots, even temporarily, for any purpose other than that for which they were authorized is actually a violation of trust and should be discontinued.

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Tab D-4 (3)

Recommendations: It is recommended that:

- In order for this Staff to perform its basic responsibility in the direction and coordination of the business and support activities of OTR and as a responsible cut-out for the Director from operational minutia, the Chief, Support Staff, direct that personnel of the Branches and Sections of the Staff conform to the approved channels of command when processing matters to higher authority in OTR.
- The use of JOT positions for any purpose other than the placement of bona fide trainees be discontinued.
- The use of OTR funds for the payment of overtime to JO or JC trainees be made the subject of a study looking to adoption of some alternate method of payment.
- The recommendations pertinent to the Staff Branches be acted upon as indicated.

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